Rapidly Growing Retina Care Provider Finds a Clear View into Data

With more than 200 locations, Retina Consultants of America (RCA) is the largest retina care provider in the United States. They needed a project management system to monitor the status of the dozens of vendors working on its behalf to negotiate with insurance companies for the best rates.

About Retina Consultants of America

RCA's physician-centered practice management model enables physicians to drive clinical care and practice culture while benefiting from the business expertise, resources, and shared best practices of a shared medical leadership board. Its portfolio of retina specialists maintains authority and ownership, and currently includes practices in 20 states.

THE PROBLEM

RCA wanted to provide the best possible support to its physicians and patients but had its hands full overseeing a multitude of contracts in progress and managing the contractors negotiating with insurers.

RCA came to Resultant to build project management dashboards that would enable accurate, up-to-the-minute insight into the status of contracts and to ensure the consultants who negotiate those contracts have the data they need to make the best case for each provider. In a business based around benchmarking and price intelligence, consistency and transparency were critical.

Additionally, RCA physicians participate in retinal disease clinical trials, and they wanted a solution for analyzing that data.

THE SOLUTION

Providing the information RCA needed meant interconnecting systems to maintain a cohesive approach across all 200 practices. The project management functionality depends on accurate data and reporting. As the RCA team receives proposals, they need a clear, quick, reliable way to analyze revenue impact.

We customized a Smartsheet framework so RCA can

- Manage distributed contracting efforts
- Determine where in the negotiation lifecycle each vendor is
- Marry contracting data with practice management data to show the effect of any proposed measure
- Provide concise, accurate reporting to the leadership and payor contractor teams
- Standardize reporting so leaders weren't wasting time trying to make sense of dozens of report styles from individual practices and vendors

That's the piece RCA knew it needed. But to make that happen we first had to

- Implement Fivetran to extract and load data from NetSuite into Snowflake
- Use Coalesce to transform data and build a data warehouse
- Improve reporting with low-code and no-code visualizations from Tableau
- Enable workflows for automated reporting through Alteryx

Our team also worked with RCA's clinical-trial vendor to bring trial data into the organization's data lake and implemented Tableau so practitioners and other stakeholders can analyze clinical trial data from whatever angle they want. RCA can quickly determine which patients fit which trials, enabling more far-reaching patient treatment.

THE OUTCOME

Through a collaborative approach, RCA has not only the dashboards it needed to monitor contract negotiation and clinical research but the consolidated, cohesive systems across practices to better utilize data to support the organization's strategy.

"We can now focus on strategy and making sure our practices can continue to deliver high-quality care," said Matt White, RCA VP of payor contracting. "Our company had been moving at such speeds that we had been getting by with makeshift solutions, and now we have a platform that our partners—which include some of the premiere managed care consulting companies in the country—tell us this is better than their own solutions."

> The Resultant team very quickly understood who we are and how we do what we do, and they translated that effectively to these systems. I find that to be remarkable. They met us where we were and became a true partner rather than just an outsourced vendor. That was huge."
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> — **Matt White**
> VP of Payor Contracting for RCA